

Trustee Director Role Outline

Purpose of role

The members of the Board are responsible for the governance of the hospice. They must ensure that it operates in a manner that:

- Enables it to fulfil the objectives set out in the governing document.
- Its assets and resources are used for charitable purposes in line with the governing document.
- Due attention is paid to charitable and company law.
- Keeps to the hospice's philosophy and values, and
- Upholds the reputation of the hospice.

Members of the Board must at all times act in the best interests of the hospice and in line with the Hospice Trustee Director's Code of Conduct (appendix 1). Trustee Directors must work together, and in partnership with the Chief Executive and Senior Management Team and must not pursue personal or business interests at the expense of hospice interests. They should declare any conflict of interest annually.

Main responsibilities of Trustee Directors

1. To understand the hospice's aims and objectives as set out in its governing document (Memorandum and Articles of Association) and ensuring that it operates in accordance with them. To plan what the hospice will do, and what it needs to achieve. To understand how all of the charity's activities are intended to further or support its purposes and how the hospice benefits the public by carrying out its purposes
2. To ensure the hospice operates within the law and complies with its governing document. This includes compliance with Charity and Company law as well as other laws and regulations that apply to the hospice, for example the Health and Social Care and Care Quality Commission Regulations.
3. To ensure the organisation applies its resources exclusively in pursuance of its objectives, i.e. the organisation must not spend money on activities which are not included within the objects, no matter how worthwhile or charitable those activities are.
4. To contribute actively to the role by attending meetings of the Board subsequent working groups as requested and attending hospice events, Strategy Away-days, and other organisational and fundraising events.
5. To maintain a governance perspective by ensuring that the Board:
 - Establishes the hospice's strategic direction and goals.
 - Contributes to the development of the hospice's strategy and business plans.
 - Makes balanced and adequately informed decisions, thinking about the long term as well as the short term and taking advice where needed.
 - Safeguards the reputation and values of the organisation.
 - Understands and acts upon financial and other monitoring information presented to it, questioning such information when appropriate.
 - Defines the boundaries of management authority.
 - Delegates the implementation of its decisions to the Chief Executive and Senior Management Team.

- Ensures the hospice delivers on its accountabilities both those demanded by law and those of good practice.
 - Monitors key performance indicators on a regular basis and holds the Chief Executive accountable for outcomes and delivery.
 - Ensures that the Chair reviews the Chief Executive's performance and development annually and in line with the organisations pay policy.
6. To act in the best interests of the Hospice and act with reasonable skill and care. To undertake relevant mandatory training relevant to the role.
 7. Manage the hospice resources responsibly acting reasonably and honestly.
 8. Ensure appropriate procedures and safeguards are in place to manage risks.
 9. To represent the Board's agreed position when speaking publicly on behalf of the hospice.
 10. To contribute towards an annual review of the Board's performance.
 11. To help to identify, recruit and induct new Board members, the Chair and the Chief Executive.
 12. To support the Chief Executive and other staff in carrying out their work when requested to do so.

Person Specification

Experience

- Strong networking capabilities that can be utilised for the benefit of the charity.
- Successful experience of operating within a board in a charitable, public sector or commercial organisation.
- Demonstrable experience of building and sustaining relationships with key stakeholders and colleagues to achieve organisational objectives.
- A proven track record of sound judgement and effective decision making.
- A history of impartiality, fairness and the ability to respect confidences.
- A track record of commitment to promoting equality diversity and inclusion.
- Evidence of sound IT and digital skills.
- Experience of palliative and end of life health/social care from either a work or personal perspective is desirable.

Knowledge, skills and understanding

- Demonstrate a strong and visible passion and commitment to the charity, its strategic objectives and cause.
- Commitment to the organisation and a willingness to devote the necessary time and effort.
- To be prepared to engage in discussions, making recommendations to the board that may be different to the collective thought, and a willingness to speak their mind.
- Willingness to be available to the Chief Executive and senior staff for advice on an ad hoc basis.
- Good, independent judgement and strategic vision.
- An understanding and acceptance of the legal duties, responsibilities and liabilities of Trustee Directorship.
- An ability to work effectively as a member of a team.
- An understanding of the respective roles of the Chair, Trustee Directors and Chief Executive.

The Board of Trustee Directors collectively needs skills and experience in the following areas:

- Financial management, income generation and enterprise.
- National and local Health and Social Care policy and agendas, with Palliative and End of Life Care desirable
- National and local voluntary sector
- Legal (commercial, employment, property)
- IT and Digital strategy
- Trading subsidiaries
- Strategic human resource and volunteering management
- Facilities management
- Funding/foundations
- Collaborative partnerships
- Social investment and impact

Time requirements

Board meetings take place monthly lasting up to 3 hours. In addition, one or two away-days per year may be held for strategic planning and board development. Meetings can be supported virtually, with an expectation for individuals to join in person 4 times per year.

There may be opportunity to participate in a focussed working group to progress any strategic developments. These will be based on skill set and capacity to participate.

Board members are expected to maintain a reasonable level of contact with the hospice so that they understand the priorities, working environment and feel confident about the quality of its work.

Remuneration

The role of a charity Trustee Director is not accompanied by any financial remuneration, although expenses for travel may be claimed.

Advocacy

Trustee Directors are expected to assist the Board and senior staff in promoting the hospice and, where appropriate, in fundraising by meeting and communicating with potential supporters.

Contact with staff

Trustee Directors will mainly have contact with hospice senior staff. Board Members will be given the opportunity to get to know the main areas of the staff's work. Their role is to support and motivate staff and provide advice and guidance when requested rather than to give instruction.

Induction, Appraisal and Training

There is a process for the induction of new Board Members, an information pack is provided and each new Trustee Director is offered a specified 'buddy' who is a current member on this Board.

An initial period of six months is allocated as a probationary period to enable both parties to establish suitability in the role.

To support both the formal and informal elements for the role, appraisals will be conducted on an annual basis with the Chair. These will offer a framework that helps Trustee Directors to reflect on the contribution they have made to the board, to assess the impact they have had on governance practice and to allow an exploration of their hopes for the future.

Where training is provided, Trustee Directors must strive to participate as fully as possible to maintain and develop relevant knowledge and skills.

Advice

The Trustee Directors have access to specialist professional advice in a number of areas as deemed necessary by the Board. The senior management team also provide professional advice and support.

Leadership

Trustee Directors should promote and support the principles of leadership by example. They must respect the role of the Chief Executive both as leader of the senior management team and as the primary link with the Board of Trustee Directors.